APRIL 2015

PERSPECTIVES

A publication for members of the Association of Fraternity/Sorority Advisors

ARE WE DONE TALKING?
SAVING FRATERNITY & SORORITY | by tim mousseau

IT TAKES A VILLAGE
RETHINKING THE GREEK VILLAGE
| by daniel durack & austin metoyer

CHANGE IS COMING
A Q&A WITH JEREMIAH SHINN
| by heather kirk

sam DAVIDSON

SPEAKER. AUTHOR. SOCIAL ENTREPRENEUR.

Sam is the president and co-founder of Cool People Care and Batch. He is a leading advocate of social entrepreneurship – doing something you love that is good for the planet and for other people. Having grown a successful social enterprise, Sam has the methods and ideas, as well as the battle stories, to help today's college leaders navigate the exciting and unpredictable adventures that lie before them.

SAM'S KEYNOTES

Sam inspires new students to seek out opportunities and to focus on out-of-the-classroom opportunities along with their success in the classroom.

- **WHAT MY SECOND GRADE GIRLFRIEND TAUGHT ME ABOUT LEADERSHIP**
- **COOL PEOPLE CARE: SAVING THE WORLD WITH YOUR DAY JOB**
- **BETTER TOGETHER**
- **COLLEGE IS AN EXPERIENCE, NOT AN EVENT**

Sam will work with you to craft an entertaining and highly meaningful program. He will inspire your students toward what is possible and motivate them to make the most of their time in college.

Learn more about Sam at **campuspeak.com/davidson**
Contact us at **(303) 745-5545** or **info@campuspeak.com**

CAMPUSPEAK

LETTER FROM THE EDITOR

> "It is ineffective for us to stand to the wayside waiting for others to fulfill our obligation or orchestrate our very being."
>
> -Veronica Hunter Moore, Inaugural Speech, December 2014

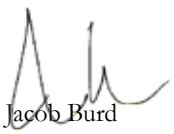
While putting this issue together, I have had the events of the last several weeks very much in my mind. Reading through the articles and looking at possible covers, I couldn't help but look back at what happened with SAE at the University of Oklahoma or the horrible scandal at Penn State. Veronica Hunter Moore, president of AFA, made it very clear in her inaugural address that the challenges we would be facing would be the very same that continue to "consistently [make] headlines across the country." Ms. Moore proposed that, as a profession, it is time to take action and responsibility for the endemic issues in fraternity/sorority life: "Sexual assault, hazing, a pervasive alcohol culture, deaths on our campuses—there is a tendency within our field to wait for students to fix these issues. They can't...and they won't. We as professionals should be challenging the very structures, processes and beliefs we are complicit in maintaining through inaction and defense of good intentions. We HAVE to be better."

Unfortunately, the situation has not changed since Ms. Moore's address, if anything, things have gotten worse. That's why we've chosen to make this issue of Perspectives about change and action. The cover asks whether we are done talking about solutions, and if we are ready to embrace the difficult challenges and take the uncomfortable stances that are necessary to address the wrongs that exist in a system, to embrace our ability to make changes for the better. The time for standing to the wayside is over.

•••

Speaking of looking to the future, I would like to announce that Annie Carlson Welch has stepped into the role of editor of Perspectives, and will be joined by assistant editor, Emilee Danielson-Burke. Congratulations to Annie and Emilee. We know that the magazine has been slow in its production over the last two issues, but we are confident that under Ms. Welch's and Ms. Danielson-Burke's direction, Perspectives will not just get back on track, but will continue to be a valuable commodity for creating change in the profession. Also, you may have noticed that there have been some changes to the look of the magazine. This is a part of our efforts to make Perspectives look as good as its content is strong.

As always, feel free to drop us a line with any thoughts or feelings about the current issue.



Jacob Burd
Director of Marketing & Communications

FROM THE MEMBERSHIP

> "Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma – which is living with the results of other people's thinking. Don't let the noise of other's opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary." - Steve Jobs

Have you followed your inner voice this year? Did your heart and intuition guide the work you have done? Are you living your life? In our professional lives, many of us have had the privilege of driving our own bus. For others, our paths have been neatly prescribed for us, with little room to explore or deviate from the best known route. Regardless of which path you find yourself, I would challenge you to reflect on the Steve Jobs quote and consider its implications to you in your professional and personal world.

It's often easy for us as Fraternity and Sorority Life Professionals to get caught up on the next best thing, the newest shiny object, or what we are told to do or deliver from our supervisors. How often do we stop to consider the alternatives and different ways to accomplish our goals and objectives? We continually talk about our challenge and support to our students as they grow and develop as individuals and student leaders, but how often do we look in the mirror and challenge and support ourselves? Our time is limited, and we are regularly pulled in many directions; however I would question our effectiveness to attempt to meet all these demands. Have we done ourselves and our students and colleagues a disservice to not show up as the greatest version of ourselves? While we all juggle demanding work schedules and student needs daily, do we regularly follow our heart and inner voice in making meaningful and sustainable decisions? Have you been satisfied with your work/life integration this year?

As I reflect on this past year with the Association, we have continued to grow and mature as a higher education association that has a vested interest within the fraternity and sorority landscape. I am confident that as the Board of Directors, we have followed our intuition and our hearts as we have used best practices of association management to guide our work, attention, and time to the creation of our new Strategic Framework. AFA continues to grow as it relates to our membership, diversity and quality of our professional development offerings and infusion of volunteers in meaningful volunteer experiences. The first year functioning as the Board of Directors has continued to see the implementation of best practices of board management and governance as we approached the business and work of the Association.

Thad Doyle
2014 President

IN THIS ISSUE

SAVING FRATERNITY & SORORITY
TIM MOUSSEAU

The fraternity and sorority system is broken. The news is inundated with stories of harm, and events continue to spiral out of control. In the wake of these countless failings, it is time for professionals, members, staff, and advisors to make a decision. This decision cannot be one of if we will change, but instead a decision of how we will transform.

Q & A WITH JEREMIAH SHINN
HEATHER KIRK

Jeremiah Shinn shares his thoughts from a lifetime of service with AFA.

Page 14

RETHINKING THE GREEK VILLAGE
DANIEL DURACK AND AUSTIN METOYER

Institutions are finding new ways to bring the meaningful bonds that Greek life fosters among students, philanthropic events (or organizations), and campus leadership directly into on-campus residential life by encouraging or constructing on-campus fraternity and sorority residential communities or Greek villages.

COLUMNS

03 :: EDITOR'S NOTE
04 :: FROM THE PRESIDENT
09 :: LETTERS TO THE EDITOR

CONTRIBUTORS

TIM MOUSSAEU

Tim Mousseau received a Masters degree in Organizational Leadership from Gonzaga in 2013, but is a Lobo at heart, having graduated from University of New Mexico in 2011. For the past few years, he has spent time researching how innovation relates to leadership and the need for service in creativity. In the past, he has worked for his fraternity, Sigma Chi, as well as spending time working with close to 175 campuses through the NIC. Having grown up an Air Force kid, he has never lived anywhere longer than four years. Throughout his travels, Tim began to study the arts, and in his spare time he is a painter, having designed all 22 of his tattoos.

JEREMIAH SHINN

Jeremiah serves as the Assistant Vice President for Student Life at Boise State University. He has also served in a number of volunteer roles dedicated to advancing the fraternity/sorority experience, including 7 years on the Association of Fraternity/Sorority Advisors (AFA) Board, 2013 AFA President, Center for the Study of the College Fraternity (CSCF) board member, and Interfraternity Institute (IFI) Co-Director. In addition to his fraternity/sorority involvement, Jeremiah is active in both his local and professional communities, and was recently named to the "Accomplished Under 40" list by the Idaho Business Review.

DANIEL DURACK

Mr. Durack currently serves as a project manager at Brailsfor & Dunlavey. Before arriving at B&D, Mr. Durack spent several years working for The Community Builders (TCB), the United States' largest non-profit urban housing developer. Working in conjunction with the Midwest development staff, he worked on nearly every project in TCB's Midwest portfolio. He assembled successful 9% tax credit applications to the Illinois Housing Development Authority, the City of Chicago Department of Housing, and the Indiana Housing and Community Development Authority generating over $50 million in equity. Mr. Durack is a member of the Urban Land Institute's Young Leaders program and a member of the Illinois Housing Council. He supports the needs of B&D's clients by applying expertise in moving projects through the development process.

AUSTIN METOYER

Mr. Metoyer is a project analyst at B&D and a graduate of California State University, Long Beach. He obtained a Bachelor's degree in International Business and served as the vice-chair of the Student Union Board. While serving on the board, he was involved in the facilities and services management of the University Student Union and Student Recreation & Wellness Center. Before arriving at B&D, he worked for the National Foreign Trade Council, where his responsibilities included research, support for trade policy, and market research for business development.

“BECAUSE OF THE AFA FOUNDATION...I GET TO SPEND MORE TIME WITH MY FAMILY AT THANKSGIVING. WORRY A LITTLE LESS ABOUT FUNDS FOR ANNUAL MEETING. TAKE A STEP CLOSER TO BEING A PROFESSIONAL WORKING IN FRATERNITY/SORORITY LIFE. I WILL NEVER FORGET THIS ACT OF KINDNESS.”

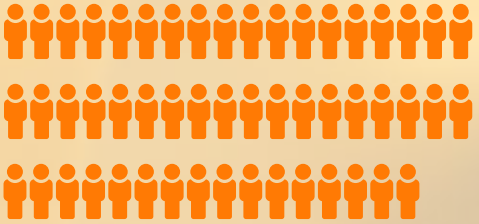
-2014 ANNUAL MEETING SCHOLARSHIP RECIPIENT

$11,980

SCHOLARSHIP SUPPORT PROVIDED TO MEMBERS IN 2014

52

DONORS CONTRIBUTING MONTHLY THROUGH A RECURRING GIFT



816 **Because You Believe**

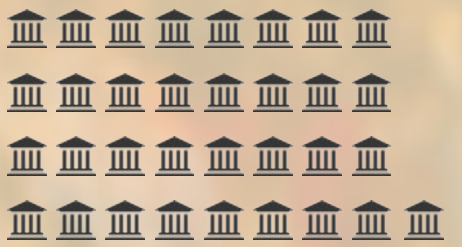
BECAUSE YOU BELIEVE STICKERS SOLD AT ANNUAL MEETING

AFA FOUNDATION BY THE Numbers

The Foundation is driving dreams. We are committed to our mission: to secure, invest and distribute the resources to support the AFA to further the fraternity/sorority advising profession. Join us in committing to the work you do everyday, because we know our impact is greater...together.

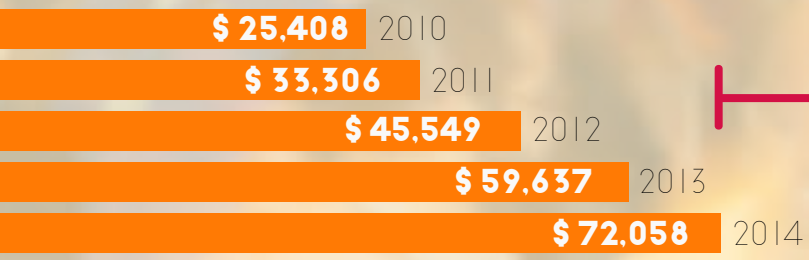
33

ORGANIZATIONAL PARTNERS



JUNE 4

SAVE THE DATE FOR UPCOMING INDY DONOR RECEPTION



GRANTS FUNDED TO THE ASSOCIATION

AFA FOUNDATION
ASSOCIATION OF FRATERNITY/SORORITY ADVISORS FOUNDATION

To invest in AFA today visit afaf1992.org

SAVE THE DATE

2015 AFA Annual Meeting

Fort Worth, Texas | Omni Fort Worth | December 2-5, 2015

LETTERS TO THE EDITOR

Thank you and the contributing authors of the articles in the Summer 2014 edition of Perspectives. I appreciate the frankness and thought provoking information presented in this edition. I shared a copy with Tri Delta's Fraternity President as we are having conversations as it relates to inclusion and diversity. "Why we need to have the potentially uncomfortable and painfully necessary conversations about race in today's fraternities and sororities" is an important statement.

"Staring Down Privilege: Inviting Conversation" by Dr. Leslie Webb and Trina Tan specifically resonated with me. As a white woman, I struggle with what white privilege means, and what I need to do differently to begin conversations about race in my work and my life. This article gave me a lot to think about and helped me to see some of my responsibility more clearly.

I am thankful for The Perspectives team for bringing this information forward so we can use it in support of growth and development as it relates to race in today's fraternities and sororities.

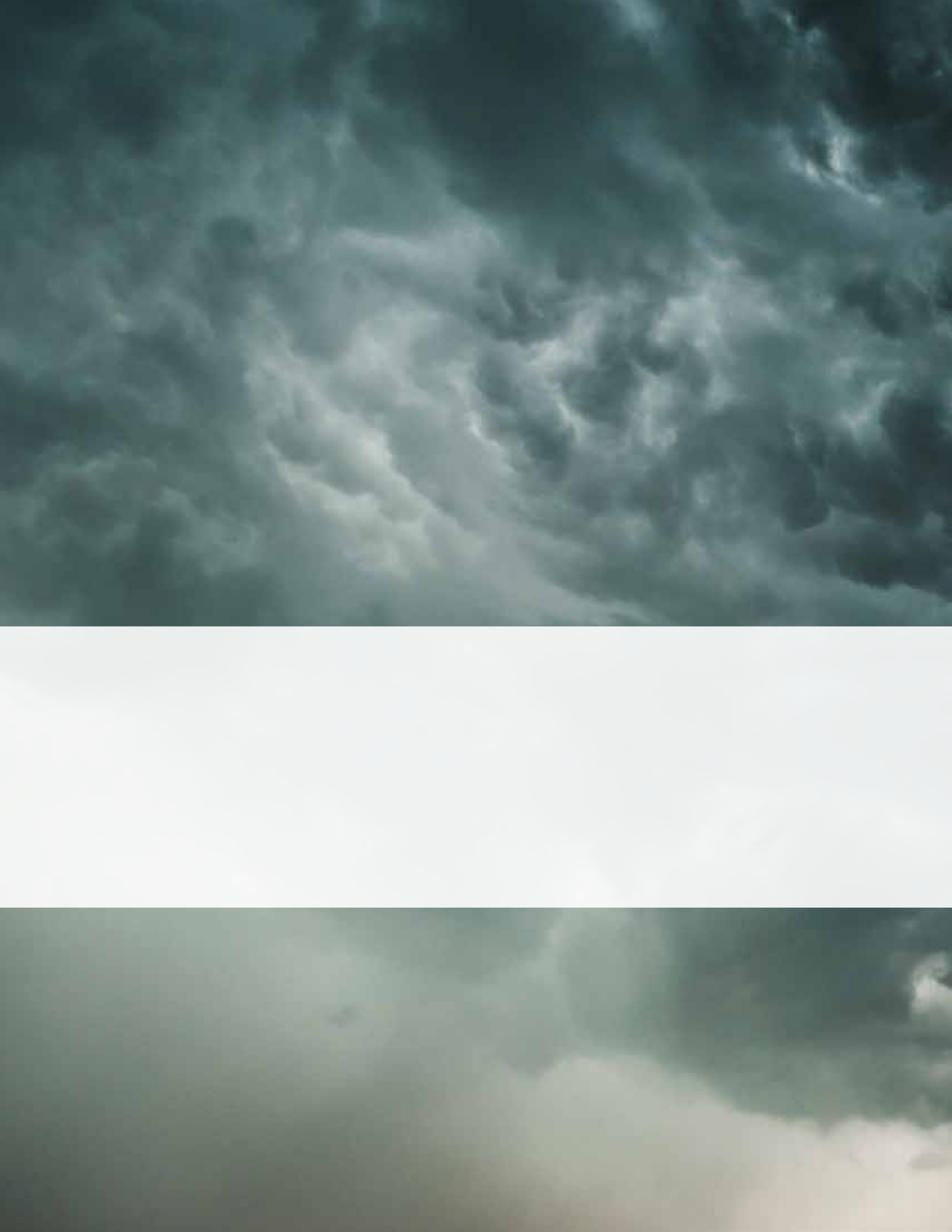
Sincerely,
Mari Ann Callais, Ph.D.

WE WANT TO HEAR YOU THOUGHTS

Tweet using
#AFAPerspectives

Post your comments
Association of Fraternity/Sorority Advisors

Post your comments
Association of Fraternity/Sorority Advisors



SAVING FRATERNITY AND SORORITY

Tim Mousseau

The fraternity and sorority system is broken. No matter how pervasive across college campuses, in its current construct, it is badly damaged. While it is not the case for every person, organization, or campus, as a collective, our organizations are toxically flawed. For years the ugly results of the fraternal experience have reared their heads time and time again. The news is inundated with stories of harm, and events continue to spiral out of control. In the wake of these countless failings, it is time for professionals, members, staff, and advisors to make a decision. This decision cannot be one of if we will change, but instead a decision of how we will transform.

The issues overwhelming our organizations are well known. We stand unable to defend ourselves; yet we take offence when we are questioned. It is normal to feel offended by this reality - that the organizations we have dedicated ourselves to are inherently flawed. It takes time to comprehend that by being a part of the fraternal movement, we might be contributing to a dangerous and malformed entity. It is a harsh jolt, but the time for facing reality has long passed.

The time for change is now.

An entire article could be written detailing the deficiency with our defenses, the numbers alone provide a stark contrast on the reality of the fraternal movement. They speak volumes about our culture. It is in the face of these facts that there is no denying the fraternity and sorority experience needs to take a new direction. Energy must stop going toward defending the experience and instead toward fixing it.

In the process of fixing our organizations, campuses, and chapters it is important to recognize the difficulties that lie ahead in these efforts. There is nothing easy or safe about creating system-wide change. There is nothing secure about completely redefining tradition especially when our movement is so ingrained in history. There is no denying, however, that change is needed and there can be no more stalling.

If change is to be successful, it requires that we first face the cause of our situation. We must be intentional in defining the real issues, and how these are damaging our collective integrity. In the past few months, there has been a great push to address the four primary issues facing fraternities and sororities. Dubbed "The Four Horseman," the idea is that alcohol, drug abuse, sexual assault, and hazing are the biggest challenges facing our organizations. In reality, these issues are only the visible symptoms of a much greater problem. While they manifest themselves in dangerous ways within our organizations, solving these problems will not actually address the real issue that is ingrained much deeper in our foundation. The true foe we must battle is the culture we have allowed to fester within our organizations that makes it okay for us - professionals, alumni, and undergraduates to go along with the status quo.

If fraternities and sororities are to survive the coming waves of change and remain relevant in the twenty-first century and changing college environment, we must eliminate the complicit culture that allows the status quo to continue.

In addressing the reality of the situation, and cultivating a healthy environment for students, there is a continued need to address symptoms as they manifest. Yet, curing these must not be our sole source of focus. Considerable effort must be invested in addressing the culture that has created them. We must challenge many things we hold sacred and much of the foundation we have built. If we are to change, it is going to be uncomfortable, and we need admit that many aspects of our organizations are not accomplishing what we had hoped.

Challenging the status quo means we must shift our mindset from "what do we do next" to "why are we doing this." If we cannot identify the value in the systems we have in place, we must change them. The very process of examining these elements is going to scare people. It is going to offend, and it is going to rock us. There are going to be times where we will question and times where we will be questioned. Yet, until we are willing to act boldly and radically, we will continue to fail. We have reached the breaking point where there is no other option but change.

I understand the criticism we do not need is challenging, but we need solutions. Challenge is necessary, but without substantial answers, no progress is made. By that same token, we cannot just give answers. What we need is a process to help each of us form our own solutions. Any one person cannot be responsible for providing all solutions. If we want to solve the issues, we must address them by changing our thinking. Once we have challenged our individual thought processes, we can then challenge our systems, and in turn our results.

When looking at the current dilemma of operating within the status quo, the mindset we must adopt is one of innovation. Innovation, however, cannot become just another industry buzzword. It cannot be the thing we start slapping onto resumes, email signatures, and Twitter bios in hopes of making it true. If we are to adopt innovation, it must be a commitment. The idea of innovation can be difficult for organizations that celebrate founders who created our organizations when slavery, racism and sexism were socially accepted constructs. How do we reconcile the mission of our founders when they ask us to operate in the past?

The solution of becoming more innovative is making small changes

> "What we need is a process to help each of us form our own solutions. Any one person cannot be responsible for providing all solutions. If we want to solve the issues, we must address them by changing our thinking. Once we have challenged our individual thought processes, we can then challenge our systems and in turn our results."

in our daily practice. This is not to say these small changes are the answer to our dilemma, but instead they can become the pathways necessary for cultivating change. The growth of innovative practices begins with our ability to question everything. Every single thing we are seeking to build, create, or practice. Every method of advisement, every policy we enforce, and every structure we support. This questioning becomes much simpler when it becomes a habit. Where the act of questioning is simple, the questions we ask become more critical.

Start with a simple activity. Carry around a notepad, or create an inventory on your phone as a log. Whatever you are doing professionally, whether it lies in attending a council meeting, meeting with a chapter president, or enforcing a sanction, log these interactions and ask the following questions:

- Why are you doing this?
- Is this achieving its intended results?
- What is working and what is not?
- What would you change about this practice if you could?

Think critically about each of these. It is not enough to say that a meeting, policy or event is flawed. Articulate specifically what it is about them is or is not working. Once you have the issues diagnosed, you can become empowered to begin creating change.

The next piece is where risk starts. Having identified the failing pieces, you must come up with proposed solutions. Knowing what is broken, you must act. This can become cumbersome, but in these difficult moments you must not shy away from obstacles. The changes that emerge will vary depending on campus or organization. For some, this means realizing your IFC is an ineffective structure that need not exist, or that your traditional Panhellenic recruitment is failing. For others, this is admitting your community undervalues the NPHC or multicultural experience. For many institutions, this means considering removing negative traditions or events. Some may recognize they must change how they are advising and spending their time.

The challenge lies in our willingness to push the boundaries of our status quo. There is a fear that comes from recognizing the need for change. It is not easy to challenge the traditionally held precepts of our industry. It is very lonely to feel as though you are the only one rallying against accepted structures. It is difficult telling someone far above your pay grade that what they are reinforcing needs be evaluated. It is far too easy to wait for solutions to be delivered by outside entities. It is even easier stagnating in current systems while bemoaning the lack of movement, paralyzed by the need for assessment so we wait to act, never following through until far too late.

If change is to occur, we must be willing to examine every aspect of our current reality. Once examined, we must be willing to take risks. These risks can be controlled. By identifying what does not work, we can construct ideas for proposed solutions. We must be honest and thorough in our assessment. Sometimes this means we must sacrifice the things we love most or constructs that make us comfortable. If we want our organizations to survive and retain relevancy, these sacrifices are essential.

Once we are willing to challenge, we can then begin forming something new. After we have gone through the gauntlet of trial and error in identifying new practices, we must share them. Ideally, we should also share our failures so others can learn from our mistakes. In these moments, we must act as a community, strengthening one another through both our successes and failures. Above all, we cannot fear changing the "normal" methods of advisement, structure, or governance because only once we step outside these constraints will we create the necessary actions.

This process of questioning is going to be difficult. We will hear, and find out, things that we do not want. We will be faced with solutions that push us beyond our comfort zones. If our community truly buys in to this process, we will discover that as we evolve, the fraternity and sorority experience will transform far beyond our current realm of thought. Faced with the failing reality of our organizations we have little choice. We can pay lip service to innovation, or we can actually change. The status quo and the acceptance of our current path is our greatest threat. If we are to become the idealized version of ourselves that we sell to the public, we must question, challenge, offend, and trim away tradition. The end result will be something we can firmly be proud of, if only we willing to question everything upon which we currently cling.

Q&A

QUESTION

ANSWER

WITH JEREMIAH SHINN

BY HEATHER KIRK

YOU'RE LEAVING THE AFA BOARD FOLLOWING SEVEN YEARS OF SERVICE. HOW DO YOU FEEL ABOUT WHAT WAS ACCOMPLISHED DURING THAT TIME?

When in doubt, look at the scoreboard. By any objective measure, AFA has never been in a better position as a professional association than it is today. We maintained a high level of integrity, we acted strategically, we made tough calls and we resisted the urge to "go with the flow". Because of these, I'm proud to have served for seven years. I have a lot of confidence in the trajectory we've established.

SO MUCH HAPPENED DURING THOSE SEVEN YEARS. IS THIS WHAT YOU HAD IN MIND FROM THE BEGINNING?

I would be lying if I said I knew all along this is where we'd land. But I did expect we would somehow find a way to be smarter, more efficient and less beholden to what we'd always done. I was originally asked to consider joining the board because I understood how organizations worked and because I was perceived as someone who wasn't a friend of the status quo. That's why I was interested in serving, and that's why I've been around for so long. If at any point I believed we were settling for mediocrity or allowing the past to dictate the future, I wouldn't have chosen to serve for seven years.

YOU'VE SERVED ON THE BOARD WITH EIGHT OTHER AFA PRESIDENTS AND NUMEROUS OTHER BOARD MEMBERS. WHO DO YOU VIEW AS BEING PIVOTAL FIGURES IN THE HISTORY OF AFA?

I think Carrie Whittier was pivotal because she began leading us from what we had always known toward a different conception of the board, and toward a more intentional alignment with association management best practices. She was the catalyst for much of what has happened since.

Monica Miranda also comes to mind. I don't think most members will ever know, or fully appreciate, the challenges she navigated. We are fortunate that she was elected when she was. She was decisive and classy during a time when most of us would've struggled to be either.

In terms of Board members, it's important to acknowledge that our two recent Executive Directors, Justin and Stephannie, made a massive impact. They helped us develop a level of management sophistication and business acumen that most campus professionals don't have the opportunity to hone until long after they've taken on responsibilities beyond Fraternity/Sorority advising.

WHAT WAS THE MOST DIFFICULT DECISION THE BOARD HAD TO MAKE DURING YOUR TENURE AS A MEMBER?

There were three gut-wrenching decisions we had to make. Two of which were related to the shift in our staffing model. The third was related to our decision to keep the Annual Meeting in Phoenix during a time of political turmoil in Arizona, despite pressure to move the meeting. While most of us felt conflicted emotionally, and might have made a different decision individually, our collective decision was based on the role and function of AFA. The questions that yielded our final decision were: Is AFA uniquely positioned to make political statements? If so, which side should it take? I don't remember which question we answered first, but I remember a conversation that began with uncertainty and ended with clarity. I still don't know if there was necessarily a right answer, but I'm confident we made a sound decision based on a logical and methodical process of deliberation.

THERE HAVE BEEN A FEW OCCASIONS WHEN THE INITIAL DECISION OF THE BOARD WAS OVERTURNED BY A VOTE OF THE MEMBERSHIP. WHAT IS YOUR PERSPECTIVE ON THAT?

That's why we vote. It's important to note 99% of the board's decisions were either affirmed, supported or left unchallenged. I think this is because we always did our homework. Regarding the last issue where the membership rejected our recommendation soundly; we did our homework and approached the issue logically and methodically. Ultimately, all we can do is make a case based on data and perspectives from people outside of our association, and then think through all of the unintended consequences of either decision. That's what we did. That's all we can ever do. Nothing personal, no hidden agendas. We did our homework and the board will continue to do its homework. Unfortunately, AFA is still at a place where the louder or more emotionally-charged argument is usually going to be a prohibitive favorite versus the less sexy, data-informed or association management argument. It is what it is. We learn. We move forward. We'll be fine.

PETER MAGOLDA SPOKE ABOUT DIFFERENT CULTURES THAT EXIST IN AFA. DO YOU SENSE A TENSION BETWEEN THESE CULTURES?

I do. But, I think it's a healthy tension indicative of a maturing organization. What's interesting about AFA is when you step back and look at our structures, traditions, and embedded assumptions for what they are, you'll notice that AFA hasn't typically taken cues from sister professional associations as much as it has mimicked adopted structures of a sorority. That's not inherently a negative thing, but from an operational perspective, when an organization is structured in a manner inconsistent with its stated purpose, there will always be a tension. Different members need and want different things from the association. I tend to view it as a mechanism for helping our members be better at their jobs. Others view it as a post-college affiliation, or an annual reunion. Others view it as a mixture of the two or something else altogether. None of us are necessarily wrong. Ultimately, it all depends on what AFA is trying to accomplish – its purpose. Until we reach a broader consensus on the purpose, I think a healthy organizational tension will remain.

IT'S CLEAR THAT YOU HAVE STRONG VIEWS RELATED TO THE ASSOCIATION & WHAT'S HOLDING IT BACK. WHAT DO YOU THINK WOULD BE A CATALYST FOR CONTINUING TO MOVE FORWARD AS AN ASSOCIATION?

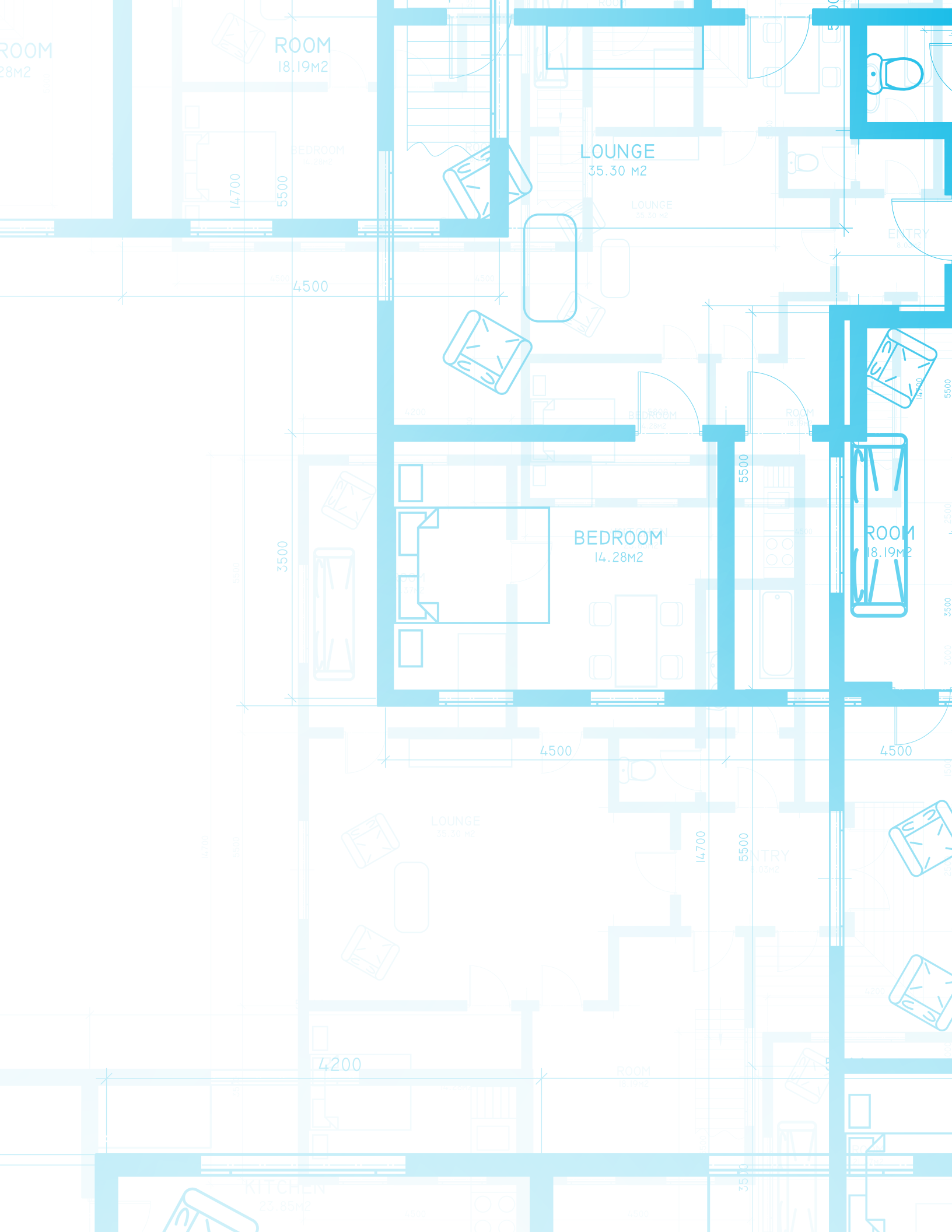
Here's my shortest answer: In an association like ours where 1/3 of our members are new every year, it's difficult to maintain a deep bench of institutional knowledge and expertise. We've had some phenomenal leadership during the past seven years, but I also know we can do better. How do we educate our members on the functions of a higher education association to the extent that they are consistently selecting the people and the policies that are best positioned to propel us forward?

For example, when I was elected AFA President, I was running against someone who was clearly more qualified for the office, based solely on the criteria I think the average member would've considered important at the time. However, I did quite a bit of time on the facilitation circuit and led sessions at IFI for a number of years prior to my election, so I was a known quantity. I won. I actually believe I brought a set of unique skills, abilities and qualifications to the table – and I think they were really important to consider – but based on how I know such things work in AFA, I don't think that's why I was elected. That's a problem. We lack a consistent sense of what actually matters and how to incorporate it into our association. From that perspective, we're not so different than a collegiate chapter.

RETHINKING THE GREEK VILLAGE

Daniel Durack and Austin Metoyer

The university housing landscape is rife with innovative and unique housing environments that cater to a variety of communities. One of the more high-profile communities that campuses across the country are considering is the on-campus Greek village. Institutions are finding new ways to bring the meaningful bonds that Greek life fosters among students, philanthropic events (or organizations), and campus leadership directly into on-campus residential life by encouraging or constructing on-campus fraternity and sorority residential communities or Greek villages.


ROOM
18.19M2
BEDROOM
14.28M2
LOUNGE
35.30 M2
ENTRY
4500
5500
14700
3500
4200

ELEMENTS OF GREEK VILLAGES

Most people are familiar with the elements of a "traditional" fraternity or sorority chapter house. It is typically located off campus, likely owned by a Greek organization, primarily self-managed with some oversight by the institution, and varies greatly in its connection to the larger campus community. While the composition of a Greek village can vary dramatically from campus to campus, they typically have several elements in common. For starters, they are usually located on campus, are developed and owned by the institution as opposed to the chapter, and are required to follow policies that are similar to other on-campus housing. Typically, villages are built with the goal of raising the profile of Greek organizations on campus and providing a location where members from all chapters can meet and co-mingle. As a result, most villages will include a Greek community center that contains a combination of social and meeting space, and is available to members of any Greek organization, regardless of its chapter's housing status. The community center can be especially important for chapters that are too small or are not interested in participating in village housing.

Beyond the community center, the chapter houses themselves form the primary element of an on-campus Greek village. Most Greek villages contain a variety of chapter house sizes to accommodate organizations of varying membership levels. These can range from four-bedroom apartments to 40+ bed individual houses. A range of chapter house sizes can be beneficial to organizations as their membership fluctuates. Since chapters do not own their individual houses, they can move from one space to another in order to best accommodate membership levels. While the size and capacity of each chapter house may vary, most Greek villages make an effort to have a uniform appearance among all buildings in the community. This can help reduce competition between chapters based solely on house appearance and can provide unique opportunities for chapters to customize the interior of their buildings.

REASONS FOR BUILDING A GREEK VILLAGE

There are several reasons why institutions will consider building a Greek village on campus. First and foremost, the institution recognizes the importance of a strong Greek community on campus. This should be openly acknowledged by senior-level administration, the board of the institution, and ideally would be enshrined in the strategic plan and other guiding documents. Constructing an on-campus Greek village requires a high level of commitment from an institution and needs strong support.

Second, universities will construct a Greek village when existing facilities and chapter resources are insufficient to achieve the level of success and membership that is a defined goal for the campus. Housing plays an integral part in the ability of a chapter to recruit and expand membership. Institutions with Greek organizations that have no history of housing would likely not have the resources to construct a chapter house without university support. In addition, the university can ensure an equitable experience for all chapters by being in the driver's seat when Greek housing is first introduced to the campus.

For some institutions, investing in a new Greek village may be an expansion of existing Greek housing facilities. Many campuses will house chapters in converted residence halls that are not purpose-built facilities. At the University of Central Arkansas, for example, sororities were housed in a number of older residence halls that did not provide sufficient bed capacity and meeting room space, which inhibited recruitment. As a result, the university decided to develop an on-campus Greek village. The first phase of the development will involve relocation of sororities into purpose-built chapter houses north of campus.

Dean of Students Dr. Gary Roberts says, "there were several reasons why the University of Central Arkansas decided to build a Greek village. First, our current chapter meeting and house facilities were old, outdated, small in size, and spread throughout the campus. We needed newer and larger facilities to accommodate our growing Greek population. Second, we wanted our Greek organizations to be housed in one location and on university property. We learned from visits to other campuses that having groups live close to each other helps to develop Greek relationships among chapters; plus, having groups living on campus gives the university greater control. Chapters housed in a Greek village will be under university policies enforced by university staff. We also see the project as a marketing and recruiting tool. Admissions will give tours of our Greek village, which is located on a major street that surrounds the campus. The village will be very visible to prospective students and parents as they visit the university."

ENGAGING STAKEHOLDERS / BUILDING CONSENSUS

Once an institution has decided to make on-campus Greek housing a priority, it is critical to engage all potential stakeholders in the planning process. At the start, each chapter's student leadership should be brought into the process. A Greek village will not be successful if it doesn't have a majority of chapters eager to participate in the process. Listening to the needs and priorities of each chapter, and explaining what the university can and cannot do for the project is invaluable. Students will have concerns about cost, ownership, rules and regulations, customization, time frames, privacy and a host of other concerns. Addressing these needs in the

> "[B]road support across campus departments is critical for project success. Greek villages are typically developed and operated as a partnership with student affairs between residential life, housing, and fraternity/sorority/Greek life offices."

process and having open channels of communication will be necessary in order to create buy-in for the project. In particular, Panhellenic sororities typically have the largest and most stable membership base and often make housing decisions jointly among all chapters. Generating support from this community can be a critical first step in developing the project's feasibility.

Chapter alumni also play a critical role in moving a Greek village project forward, and engaging them is often a primary goal of the village's development. As a result, they should be involved early in the process in order to understand the chapter's history and the project's priorities. In addition, strong alumni support will help generate buy-in with current chapter membership and senior leadership at the institution, including at the board level.

When Southeast Missouri State University considered developing a new Greek village, they realized the importance of engaging stakeholders across campus. Assistant Vice President for Student Success and Auxiliary Services, Dr. Bruce Skinner, states that, "We knew from the first moment we started to look at Greek housing that we had to look forward to what future students want in their housing, and reach out to the thousands of alumni who helped shape the current Greek system. By engaging our Greek alumni, we were able to get buy-in on what options to consider for new housing and avoid allowing a small number of very active alumni or chapters to have an undue influence over the process."

In addition, the planning process for a Greek village can help reestablish connections with alumni. "The second benefit we realized through our Greek housing master planning process was the positive message it sent to our Greek alumni about how the university values the Greek life experience. We went through a process that was open, transparent, and built positive goodwill with many alumni while demonstrating the university's commitment to Greek life," says Dr. Skinner.

Lastly, broad support across campus departments is critical for project success. Greek villages are typically developed and operated as a partnership with student affairs between residential life, housing, and fraternity/sorority/Greek life offices. If a solid working relationship does not already exist, it is important to develop one that clearly outlines the project's expectations and goals.

FROM CONCEPT TO CONSTRUCTION

As stated, Greek housing requires both senior-level support and direction from the university in order to initiate the concept. Once an institution has prioritized on-campus Greek housing, it should select and create a steering committee to help drive and manage the overall process. One of the committee's first tasks will then be to help define the appropriate program for a Greek village.

A detailed market and feasibility study should also be undertaken to evaluate expected demand, outline a housing program, forecast potential issues, and gauge project cost. Assessing current market conditions through focus groups, demand estimates, and financial analyses will help to inform key decisions with regard to programming and overall viability.

Such market and feasibility studies should help outline residential spaces and determine the advantages of a shared community space. This will help eliminate duplication, create efficiencies for organizations, and provide support spaces for smaller chapters. Housing style, unit type, room occupancy, residential common space, and support spaces should all be considered in the review of a program. Shared common space such as community centers, if programmed correctly, can supplement a number of residential support spaces and provide a cost savings for the overall project. Community centers may include meeting rooms, lounge areas, additional storage space, and multi-purpose space. In addition, community centers can play a pivotal role in supporting the growth and operations of smaller chapters unable to meet the occupancy requirements of individual houses.

While current demand from the Greek community, potential project costs, and site location will play a critical part in determining project scale, housing should be programmed with anticipated growth in the Greek community. Such foresight will help take into account chapter expansion and/or membership growth.

Throughout the planning process, continual engagement with key stakeholders such as administration, the Greek community, and local alumni through focus groups, presentations, and round table discussions will help ease the transition. Once project scope, scale, location, and cost are determined, the next step is for the university to investigate the most appropriate funding strategy.

As national organizations have gradually played less of a hands-on role in the financial support of on-campus Greek housing, much of the burden has fallen upon the institution itself and individual organizations to help bring the project to fruition. Generally there are two avenues institutions can choose to finance a project: developing the project on their own or financing the project through an affiliated foundation. Both options have their advantages and disadvantages for the institution.

University-developed projects afford the institution absolute control over construction quality and assets, and can make tax-exempt debt available. However, budgetary constraints, university debt capacity, and the debt's appearance on the balance sheet may be limiting factors in a project's initiation.

The creation of a 501(c)3 affiliated foundation removes a level of university control over the construction quality and assets, but it will also remove some of the financial barriers the university might face. In addition, an affiliated foundation will still retain the ability to issue tax-exempt debt, and there may be an option for it to lease the property to the university with the eventuality of university ownership. Ultimately, the university must choose the most appropriate financing option that aligns with its mission and capabilities.

Additional fees and revenue sources such as community fees, chapter parlor fees, and chapter housing funds can serve as mechanisms for supplemental revenue to aid in operations, management, and maintenance, but they should not be expected to be the primary drivers to pay off construction debt.

Undertaking a Greek village can appear to be daunting task, but with diligent planning and a firm commitment to a defined vision a robust program can be achieved. A Greek village is a concerted effort among all parties involved, with both process and program seen as a partnership. A successful program can provide tremendous benefits to university's recruitment and retention efforts, increase peer-to-peer interaction, and provide a hub for student activity.

o person in the United States sh
the basis of sex, be excluded fr
rticiation in, be denied the ben
or be subjected to discriminati
nder any education program or
vity receiving Federal financial
stance...”

TITLE IX

FRATERNAL & STUDENT CONDUCT INSTITUTE

JULY 26-28 | INDIANAPOLIS, IN | WWW.AFA1976.ORG

afa ASSOCIATION OF FRATERNITY | SORORITY ADVISORS

ASCA

PERSPEC

CTIVES

APRIL 2015

ASSOCIATION OF FRATERNITY | SORORITY ADVISORS

Perspectives is the official publication of the Association of Fraternity/Sorority Advisors, Inc. (AFA). Views expressed are those of the individual authors/contributors/advertisers and are not necessarily those of the Association. AFA encourages the submission of articles, essays, ideas and advertisements. Submissions should be directed to the Editor, advertising queries to the staff.

Submission Deadlines:
Summer 2015: May 1, 2015
Fall 2015: August 1, 2015
Winter 2016: November 1, 2015

AFA Staff:
Jacob Burd
Director of Marketing & Communication
jacob@afa1976.org

Kelsey Turner
Communications Coordinator
kelsey@afa1976.org

2015 Editorial Board:
Noah Borton, Delta Upsilon Fraternity
Emilee Danielson, Shipppensburg University
Annie Carlson, Wake Forest University
Stephen Dominy, Kennesaw State University
Holly Grunn, Bowling Green State University
Scott Isenga, University of Central Arkansas
Emily Perlow, Worcester Polytechnic Institute
Natalie Shaak, Drexel University
Nathan Thomas, Bradley University

Association of Fraternity/Sorority Advisors
P.O. Box 1369, Suite 250
Fort Collins, CO 80522-1369
info@afa1976.org
phone: (970) 797.4361
fax: (888) 855.8670

www.afa1976.org
@AFA1976

Cover: Protesters gather outside the Kappa Delta Rho fraternity. Photograph: Abby Drey/ Zuma Press/Corbis

AFA is a proud member of:
FRATERNITY COMMUNICATIONS ASSOCIATION

ASSOCIATION OF
FRATERNITY | SORORITY ADVISORS
P.O. Box 1369
Fort Collins, CO 80522-1369
www.afa1976.org

FIRST 90 DAYS

Registration begins July of 2015

Developed by RISE Partnerships for AFA
with a generous contribution from Sigma Chi